



STATE OF COLORADO

CLASS SERIES DESCRIPTION

July 1, 1999

COLLECTIONS REPRESENTATIVE

G4A1TX TO G4A3XX

DESCRIPTION OF OCCUPATIONAL WORK

This class series uses three levels in the Administrative Services and Related Occupational Group and describes debt collections work. Work involves collecting debts by locating persons and working with them to arrange for the voluntary payment of a variety of debts and loans. This includes establishing the payment schedules and/or terms to bring accounts current; informing and advising debtors of obligations, policies, and regulations pertaining to loans and debts and consequences of non-payment; collecting debts through recommending liens and garnishments; maintaining computerized debtor records and documenting collection activity; determining a debtor's ability to pay and account disposition, i.e., is account collectible, should it be litigated, referred to an outside collection agency, or written off as uncollectible; calculating amounts that are payable and crediting accounts with payments received; reporting credit information; and processing bankruptcy filing information. Included in this series are positions that apply established debt collection practices, standards, rules, regulations, methods, techniques, and procedures to carry out collection processes or supervise and manage the collections operation for an agency.

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COLLECTIONS REPRESENTATIVE I

G4A1TX

CONCEPT OF CLASS

This class describes first working level collections work. Positions at this level perform intern level assignments and are not expected to perform the full range of debt collections work. Because of the structure of assignments, decision making and complexity are limited to carrying out prescribed work processes and operations by following and applying instructions, procedures, and rules. Tasks performed at this level may be the same as the fully-operational level but are performed with more direction and assistance and provide the experience necessary to function at the fully-operational Collections Representative II level. Work involves providing information and answering questions on delinquent accounts, calculating amounts due, sending out notices of payments due, crediting accounts with

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payments, maintaining computerized records, and documenting collection activity and other activities described above under the Description of Occupational Work section.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the defined level, as described here. Within limits prescribed by the collection operation, choices involve selecting alternatives that affect the manner and speed with which collection tasks are carried out. These choices do not affect the standards or results of the operation itself because there is typically only one correct way to carry out the operation. These alternatives include independent choice of such things as priority and personal preference for organizing and processing the work, proper tools or equipment, speed, and appropriate steps in the operation to apply. By nature, the data needed to make decisions can be numerous but are clear and understandable so logic is needed to apply the prescribed alternative. For example, a position decides the most efficient steps to follow to collect monies due from delinquent accounts and records and credits payments received by following specific instructions, policies, and procedures. Positions can be taught what to do to carry out assignments and any deviation in the manner in which the work is performed does not change the end result of the operation.

Complexity -- The nature of, and need for, analysis and judgment is prescribed, as described here. Positions apply established, standard collection guidelines which cover work situations and alternatives. Action taken is based on learned, specific collection guidelines that permit little deviation or change as the task is repeated. Any alternatives to choose from are clearly right or wrong at each step. For example, a position applies specific collection practices, techniques, methods, and instructions when completing tasks such as, locating debtors, arranging payment schedules, calculating amounts due, providing information on delinquent accounts, and crediting payments received.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of exchanging or collecting information with contacts. This involves giving learned information that is readily understandable by the recipient or collecting factual information in order to solve factual problems, errors, or complaints. For example, a position provides debtors with such factual information as, amounts due, account numbers, and rules on payment.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

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COLLECTIONS REPRESENTATIVE II

G4A2XX

CONCEPT OF CLASS

This class describes fully-operational level collections work. Positions at this level perform the full range of collections work by studying and analyzing account and debtor records and information, determining solutions to obtain payment or prevent default on an obligation, and applying the most appropriate collections practice, standard, rule, regulation, method, technique, or procedure. Work involves performing tasks such as, informing and advising debtors of obligations, policies, and regulations about loans and debts and the consequences of non-payment; collecting debts by recommending liens and garnishments; maintaining computerized debtor records and documenting collection activity; and determining a debtor's ability to pay and account disposition. Positions at this level are expected to exercise a higher degree of decision making and complexity than the lower level Collections Representative I by performing the full range of collections work described under the Description of Occupational Work section with less direction and assistance. The Collections Representative II differs from the Collections Representative I on Decision Making, Complexity, and Purpose of Contact.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific collection process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action for each collections case within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices. For example, a position determines the most cost effective collections alternative to locate persons and obtain payment or prevent default on obligations by applying the full range of established collections practices, standards, rules, regulations, methods, techniques, or procedures.

Complexity -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study collection records and information to determine what it means and how it fits together in order to get practical solutions in the form of payment plans and schedules or prevention of defaults. Guidelines in the form of collections practices, standards, rules, regulations, methods, techniques, or procedures exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying collections circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but one is better than another depending on the given collections circumstances of the situation. For example, a position selects and applies the appropriate collections practice, technique, or method based on evaluation and interpretation of the circumstances of the individual collection case to be resolved.

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Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions and behaviors. For example, a position may advise debtors of obligations, policies, and regulations about loans and debts and consequences of non-payment to guide, influence, and motivate them to pay their obligations.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as an individual contributor. The individual contributor may explain work processes and train others. The individual contributor may serve as a resource or guide by advising others on how to use processes within a system or as a member of a collaborative problem-solving team. This level may include positions performing supervisory elements that do not fully meet the criteria for the next level in this factor.

COLLECTIONS REPRESENTATIVE III

G4A3XX

CONCEPT OF CLASS

This class describes first supervisory level collections work. Positions at this ensure the collections work unit operation is carried out in accordance with established policies, procedures, rules, and regulations. In addition to the supervisory duties described at this level, some positions also perform collections work identified at the representative II class. The Collections Representative III differs from the Collections Representative II on the Line/Staff Authority factor only.

FACTORS

Allocation must be based on meeting all of the four factors as described below.

Decision Making -- The decisions regularly made are at the operational level, as described here. Within limits set by the specific collection process, choices involve deciding what operation is required to carry out the process. This includes determining how the operation will be completed. By nature, data needed to make decisions are numerous and variable so reasoning is needed to develop the practical course of action for each collections case within the established process. Choices are within a range of specified, acceptable standards, alternatives, and technical practices. For example, a position determines the most cost effective collections alternative to locate persons and obtain payment or prevent default on obligations by applying the full range of established collections practices, standards, rules, regulations, methods, techniques, or procedures. A position also determines the most effective way to implement and carry out changes in collection work processes and operational procedures.

Complexity -- The nature of, and need for, analysis and judgment is patterned, as described here. Positions study collections records and information to determine what it means and how it fits together in order to get practical solutions in the form of payment plans and schedules or prevention of defaults. Guidelines in the form of collections practices, standards, rules, regulations, methods, techniques, or procedures exist for most situations. Judgment is needed in locating and selecting the most appropriate of these guidelines which may change for varying collections circumstances as the task is repeated. This selection and interpretation of guidelines involves choosing from alternatives where all are correct but

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one is better than another depending on the given collections circumstances of the situation. For example, a position selects and applies the appropriate collections practice, technique, or method based on evaluation and interpretation of the circumstances of the individual collection case to be resolved.

Purpose of Contact -- Regular work contacts with others outside the supervisory chain, regardless of the method of communication, are for the purpose of both of the following:

Detecting, discovering, exposing information, problems, violations or failures by interviewing or investigating where the issues or results of the contact are not known ahead of time. For example, a position discovers that the borrower is eligible for a deferment which will provide additional time for the account to be paid and avoid default.

Advising, counseling, or guiding the direction taken to resolve complaints or problems and influence or correct actions and behaviors. For example, a position advises debtors of obligations, policies, and regulations about loans and debts and consequences of non-payment to guide, influence, and motivate them to pay their obligations.

Line/Staff Authority -- The direct field of influence the work of a position has on the organization is as a unit supervisor. The unit supervisor is accountable, including signature authority, for actions and decisions that directly impact the pay, status, and tenure of three or more full-time equivalent positions. At least one of the subordinate positions must be in the same series or at a comparable conceptual level. The elements of formal supervision must include providing documentation to support recommended corrective and disciplinary actions, signing performance plans and appraisals, and resolving informal grievances. Positions start the hiring process, interview applicants, and recommend hire, promotion, or transfer.

ENTRANCE REQUIREMENTS

Minimum entry requirements and general competencies for classes in this series are contained in the State of Colorado Department of Personnel web site.

For purposes of the Americans with Disabilities Act, the essential functions of specific positions are identified in the position description questionnaires and job analyses.

CLASS SERIES HISTORY

Effective 7/1/99 (KKF). Collections Representative IV (G4A4) abolished as vacant. Published as proposed 4/16/99.

Effective 9/1/93 (CVC). Job Evaluation System Revision project. Published as proposed 6/1/93.

Revised 7/1/91. Grade for A1180X Collections Representative A and A1181X Collections Representative B.

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Revised 7/1/90. Grade for A1180X Collections Representative A, A1181X Collections Representative B, A1182X Senior Collections Representative and A1183X Collections Supervisor.

Revised 1/1/89. Class code, education and experience, substitution for A1183X Collections Supervisor and A1184X Collections Manager.

Revised 12/1/88. Education and experience for A1180X Collections Representative A and A1181X Collections Representative B.

Created 12/1/88. A1182X Senior Collections Representative.

Created 3/1/86. A1180X Collections Representative A, A1181X Collections Representative B, A1183X Collections Supervisor and A1184X Collections Manager.

SUMMARY OF FACTOR RATINGS

Class Level	Decision Making	Complexity	Purpose of Contact	Line/Staff Authority
Collections Representative I	Defined	Prescribed	Exchange	Indiv. Contributor
Collections Representative II	Operational	Patterned	Advise	Indiv. Contributor
Collections Representative III	Operational	Patterned	Detect & Advise	Unit Supervisor

ISSUING AUTHORITY: Colorado Department of Personnel/GSS